DESCRIPTION OF GOALS
SUPPORT DIRECTORATE

ACTIVITY CATEGORY   : Program Wide

ACTIVITY SUBCATEGORY: Support Services

GOALS   :

1. On a Support Directorate-wide basis, to develop methods for improving and streamlining Support organizations in order to respond more effectively to operational needs, especially during crisis situations.

2. To develop a Support data processing system responsive to the requirements for Support information at all levels of CIA management.

3. To develop a continuing system for the development of Support generalists with professional expertise and management capability for use in responsible positions wherever required by Agency activities.

4. To improve the Agency's security capability through the introduction of devices and programs required by expanded Agency

covert and scientific objectives and the increased capabilities of hostile intelligence organizations.

5. To improve the Agency's foreign language capabilities through the establishment of a standardized language training policy and the development and implementation of an accelerated language training program.

6. To improve competitive posture in the recruitment and retention of Agency personnel, as compared with other organizations operating without security restraints, through the introduction of new techniques.

7. To improve the Agency program for medical support through special emphasis upon the conservation of manpower, [   ] a regionally oriented overseas medical program, and increased assistance to management.

8. To improve the Agency's operational effectiveness through the consolidation of related activities in the Headquarters area.

9. To improve and expand the Agency's training capabilities through programmed learning techniques.

10. To improve the Agency's printing capability through the computerized typesetting of text. *and*

-2-

SECRET

DESCRIPTION OF GOALS

ACTIVITY CATEGORY : Program Wide

ACTIVITY SUBCATEGORY : Communications Support

GOAL :

To improve the technical quality and assure the continuity of world-wide communications for CIA under all conditions.

-3-

SECRET

DESCRIPTION OF GOALS
OFFICE OF THE DEPUTY DIRECTOR FOR SUPPORT

ACTIVITY CATEGORY   : Program Wide

ACTIVITY SUBCATEGORY: Support Services

GOALS   :

To develop an agency data system

1. To identify, analyze, define and evaluate requirements for information generated by all levels of management and to generally structure an information system and data processing system to satisfy these requirements -- through the coordinated efforts of organized teams under the policy guidance and direction of the Office of the Deputy Director for Support.

2. To develop over an extended time period a corps of Support generalists with professional expertise and management capability in responsible positions at Headquarters, in the United States, and overseas -- through a centrally controlled program of selective recruitment, formal training and on-the-job work experience.

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Description of Goals 1966-1970

Activity Category: Program Wide

Activity Subcategory	Goals
Support Services (Medical)	To develop and improve the Agency program for medical support with special emphasis on the conservation of manpower, [redacted] support, development of a better organizational system for field medical personnel, and increased assistance to management.

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Sub-Elements:

a. Field Support Staff	Develop a Regional Medical Program to cover all overseas areas during FY 1966-1970.
b. Selection Processing Center	To establish, during FY 1966, an independent Selection Center in the Rosslyn Area to process dependents who are departing and returning from overseas, and possibly expand the center to processing applicants for employment during FY 1967-1970.
c. Diagnostic Center	To expand and refine the diagnostic capabilities of the headquarters medical facility during FY 1966-1970 by the addition of more highly specialized test procedures; the addition of consultative specialist and by augmenting the preventive medical program.
d. Annual and Executive Examination Program	To perform Annual/Executive examinations on all supergrades at headquarters during FY 1966, and expand to examine all GS-15 employees at headquarters during FY 1967 and possibly all GS-14 employees assigned at headquarters during FY 1968.

e. **Psychological Services Assistance to Management**

To provide, during FY 1966, a study on select Agency personnel which will identify work performance habits and potential career development of Agency employees. Purpose of this study is to provide "feed-back" information to Agency officials responsible for the selection, development and management of Agency personnel.

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DDIS 65-522

2 NOV 1965

MEMORANDUM FOR: Deputy Director for Support

ATTENTION :

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SUBJECT : Description of Goals - FY 1966-1970

As requested, the Description of Goals for period FY 1966-1970 for the Office of Medical Services is attached.

(SIGNED)

John R. Tietjen M.D.

JOHN R. TIETJEN, M. D.
Director of Medical Services

Attachment
   As stated above

Next 2 Page(s) In Document Exempt

SECRET

DESCRIPTION OF GOALS

ACTIVITY CATEGORY: Program Wide

ACTIVITY SUBCATEGORY: Support Services

GOALS: 1. Consolidation of Printing Plants Numbers 1 and 2 in a
            newly constructed facility adjacent to the Headquarters
            Building during FY 1968.

        2. Consolidation of all overt Agency activities outside the
            Headquarters Building in leased facilities in the
            Rosslyn, Virginia, area except for TSD, NPIC and
            [   ] by FY 1971.

        3. Consolidation of all overt Agency activities except
            NPIC [   ] in newly constructed facilities
            adjacent to the Headquarters Building by FY 1976.

        4. Computerized typesetting of the text of the National
            Intelligence Surveys and other Agency publications.

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SECRET

DD/S 65- 5236

1 NOV 1965

MEMORANDUM FOR: Deputy Director for Support

SUBJECT: Description of Office of Logistics' Goals for
            Program Planning Guides

REFERENCE: Document "Terms of Reference for Program Planning,"
              dated 22 October 1965

In accordance with the reference instructions and those issued
verbally by the SPA/DDS, the Office of Logistics' Goals for the
Program Planning Guides are submitted on the attachment.

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                    Director of Logistics

Attachment:
  Description of Office of
  Logistics' Goals

Goals That the Office of Training Hopes to Achieve or See Accomplished During the Next Five Years

Programmed Learning. To adapt for programmed instruction that subject matter which lends itself to this method of teaching. OTR and the DDS&T would engage in joint research in the sciences and techniques of Programmed Learning. Three or four OTR officers with the required substantive background and experience would be assigned to the program and, after a period of training, would identify those Agency courses or portions of courses which can be taught by this method. Programmed material would be prepared as appropriate.

Program for Career Trainees. To modify the period of training in order to allow sufficient time for the CT to gain full professional competence. This period would normally last from one to three years, but in certain cases would be extended. During this period of training, the CT would remain on OTR's table of organization. The training of the CT will include a formal program of courses, including language training plus on-the-desk experience both at Headquarters and overseas. Approximately five percent of the CTs would be selected for "cross-fertilization" which would include interim assignments to Directorates other than those to which the CTs would be permanently assigned.

Agency Foreign Language Program. Each component to identify its requirements for foreign language competence, to include the level of competence required by its employees to perform specific assignments. Attention should be given to increase the Agency's pool of employees who are qualified in the hard languages.

Personnel Complement for Agency Training. Have each Agency component set aside a specific number of slots on its table of organization to be used for careerists who are required to take extended training to meet the professional requirements of the Agency.

Executive Training Program. To establish a program for executive development. Such a program would be administered at the DCI level and each component would identify employees as possible candidates. Training would include participation in formal courses both internal and external and specified rotational assignments within the Agency as well as assignment in other agencies. These employees would fill the requirements of the DCI and the DDCI.

9 NOV 1965

MEMORANDUM FOR: Deputy Director for Support

ATTENTION   : Special Planning Assistant to the
                   Deputy Director for Support

SUBJECT   : Program Planning Guides

Forwarded herewith are the "Goals" the Office of Training

hopes to achieve or see accomplished during the next five years.

These goals are in addition to the long range plans (Program

Goals - 1966-1970) of OTR submitted to the Special Planning

Assistant, DDS, on 21 July 1965. They represent new ideas

and we believe are in accordance with the instructions given

by the Special Planning Assistant during a meeting on this

subject on 28 October 1965.

MATTHEW BAIRD
Director of Training

Attachment - asa

OFFICE OF SECURITY

ACTIVITY CATEGORY - Program Wide

ACTIVITY SUBCATEGORY - Support Services

GOALS: To provide security support for the CIA in areas of personnel, physical, technical, investigative and related security activities.

Specific goals which transcend those already in being are:

1. To centralize industrial security policy responsibilities within CIA in the Office of Security to provide uniform standards, doctrines and procedures for industrial contract security.

2. To promulgate through the Security Committee uniform personnel and physical security practices and procedures in areas wherein Community intelligence activities are affected.

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4. To participate actively in U. S. Government programs which may lead to inter-Agency name checking through ADP methods.

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7. To bring the reinvestigation program for staff employees up-to-date and maintain it on a current five year cycle basis.

8. To establish on a broad basis OS proprietary investigative and security support assets.

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DD/S 65-5220

2 NOV 1965

MEMORANDUM FOR : Deputy Director for Support

ATTENTION : Special Planning Assistant to the DDS

SUBJECT : Program Planning Guides
(Office of Security Goals)

1. This memorandum is for your _information_ only.

2. Reference is made to your request that the goals for the next five year period for the Office of Security, as described in the guidance paper dated 22 October 1965, be submitted to reach you on or before 2 November 1965.

3. In accordance with your request attached hereto is a list of the goals which this Office plans to accomplish during the next five year period.

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Acting Director of Security

Attachment:
As stated

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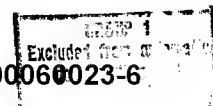
DESCRIPTION OF GOALS

OFFICE OF PERSONNEL

ACTIVITY CATEGORY : Program Wide

ACTIVITY SUBCATEGORY: Support Services

GOALS :

1. To maintain and improve the quality of new professionals.

   Subelement A: - By reduction of in-process losses of
   quality applicants by application of
   a policy of early employment commitment.

   B: - By improvement of our competitive posture
   for college graduates by developing a
   program of post-employment university
   study in those disciplines in short-
   supply.

2. To maintain the level and currency of competence of the
professional staff of the Agency by a broad program of re-education
through Agency-provided, or Agency-sponsored university work, and the
provision of ceiling authorization for employees in such training.

3. To improve the recruiting climate by a conscious, organized
program of public relations.

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GROUP 1
Excluded from automatic
downgrading and
declassification

22 October 1965

TERMS OF REFERENCE FOR PROGRAM PLANNING

PURPOSE

1. The purpose of this project is to establish a framework for the preparation of <u>Program Planning Guides</u> which (a) establish <u>Goals</u> for Agency accomplishment over a time period of not less than five years, and (b) describe <u>Program Plans</u> designed to accomplish these goals.

THE PROCESS

2. The preparation of Program Planning Guides is the first phase in the Agency's integrated planning, programming, budgeting cycle. Attachment 1 describes this cycle.

3. Program Planning Guides will be continuously reviewed. They will be formalized annually for approval by the DCI. They will then constitute the broad, authoritative base for the development, preparation and execution of the Agency annual budgets.

4. The <u>Goals</u> to be contained in Program Planning Guides will be derived, initially, from planning documents which already exist. These are:

    a. The CIA Long Range Plan and Annexes

    b. The CIA Five Year Forecast for 1965 (required annually by the Budget Bureau)

    c. The CIA FY 1967 Operating Budget Estimate

5. Beginning on 22 October O/PPB and Directorate Planning Representatives will analyze the materials in a., b., and c. above. From this analysis will result the formulation and statement of Agency long range <u>Goals</u> (i.e., generally focused on the 1966-71 period but not restricted to that time period). These <u>Goals</u> will be referred to the four Directorates (DD/P, DD/I, DD/S&T and DD/S) by 10 November. The Directorates will then take the following actions:

    a. Review the long range goals,

    b. Prepare additional Goals*, if required, and

    c. Describe Program Plans required for accomplishing the Goals in a. and b. above.

6. The results of the Directorates' work described above will be submitted

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    * Additional goals prepared by Directorates for the period prior to 1968 must be consistent with their 1966-1967 goals submitted 30 September 1965 to the Budget Bureau.

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to O/PPB by 10 December 1965. O/PPB, working with Directorate Planning Representatives, will review and integrate Goals and Program Plans and prepare Program Planning Guides for submission to the Executive Director by 17 January 1966 for review and approval by the DDCI and DCI.

ORGANIZATION

7. Goals will be formulated to coincide with established CIA "activity categories." That is, Goals will be aligned as appropriate under one of the following categories. These Categories and Subcategories have been approved by the Bureau of the Budget in accordance with BOB Circular 66-3 paragraph b., page 12.

       a. Collection of Intelligence (See paragraph 8 below)

          Covert
          Overt
          Technical

       b. Production of Intelligence (See paragraph 8 below)

       c. Photo Interpretation

       d. Covert Action (See paragraph 8 below)

          Paramilitary
          Political and Psychological

       e. Research and Development (See paragraph 9 below)

          Advanced Technical
          Agent Oriented
          Communications
          Electronics Intercept
          Photo Interpretation

       f. Program Wide

          Executive Direction and Control
          Communications
          Reference Services
          Security
          Support Services

8. Goals prepared under the Subcategories of Covert Action, Collection of Intelligence and Production of Intelligence will be further delineated in terms of "target areas" listed below:

-2-

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9. Goals prepared under the Research and Development category in paragraph 7 and specifically those under the Subcategories shown there must be further delineated under one of the following headings:

> Collection Systems
> Production (including Photo Interpretation)
> Covert Action
> Other (including Commo and Security R & D)

10. In Program Plans the following points should be covered in separate paragraphs:

    a. What they will accomplish and how they will meet goals;

    b. The target area, wherever possible;

    c. The important divisions of effort under programs;

    d. Costs, in general terms;

    e. How proposed programs differ from existing programs;

    f. Comparisons of the probable effectiveness of alternative types of programs designed to meet the same goal; and

    g. The main uncertainties in estimating program effectiveness and program costs; and

    h. Problems and issues which must be faced in carrying out programs.

11. The exact format for preparing Program Planning Guides will be developed in the review exercise.

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DEFINITIONS

12. Goals should be expressed as planned accomplishments in non-financial terms. They will be the finite objective, or end-purpose of a major program or a family of related programs. In other words, they are an identification of the significant accomplishments over a given period of time that the Agency hopes to achieve. They are output-oriented. Goals provide a means of focusing on the important targets of Agency work and should not be an enumeration of the reasons for all programs.

13. Goals may contain two or more distinct elements. These elements should be set down separately under the major Goal as Sub-elements.

14. Program Plans are the actions designed by the directorates to meet Goals. They need not be in the detail expected in the subsequent phase of program and project definition required in budget preparations.

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Goals will, therefore, require the identification and description of implementing functions and personnel (and, perhaps, organizations) working toward specific accomplishments.

FORMAT

17. Formats to be used in the preparation of Goals and Program Plans are contained in Attachments 2 and 3:

> Attachment 2 - Format for Goals
> Attachment 3 - Format for Program Plans

Forms shown in these attachments are available in O/PPB.

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PLANNING, PROGRAMMING, & BUDGETING CYCLE

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Attachment 2

DESCRIPTION OF GOALS

Note: To be completed by the Planning Group by 10 November 1965

ACTIVITY CATEGORY: e.g. Intelligence Production, etc.

ACTIVITY SUBCATEGORY: As appropriate -- e.g. Finished Intelligence

GOALS: Describe Goals in terms of target areas under this Activity Category or Subcategory according to the Terms of Reference. Sub-elements of Goals should be identified and described individually. Use continuation sheets as necessary to describe all the Goals under the Category or Subcategory.

Attachment 3

PROGRAM PLANS

Note: To be completed by Directorates by 10 December 1966

ACTIVITY CATEGORY: e.g. Intelligence Collection

ACTIVITY SUBCATEGORY: As appropriate -- e.g. Covert Collection, Technical
Collection, etc.

GOAL NUMBER: Indicate here the number assigned to this Goal by the Office of
Planning, Programming, and Budgeting. If this is an additional
Goal, leave it unnumbered.

PROGRAM PLANS: Describe Program Plans designed to accomplish this Goal
according to the Terms of Reference. Important sub-elements
or projects under a Program should be identified and described
individually. Program Plans should indicate what the Program
is to accomplish, the target area, the time at which accomplish-
ments are to be realized, and an estimate of the cost
of the Program annually over a five year period -- i.e. 1966
to 1971. When appropriate, alternative Programs to reach a
goal should be described, including an assessment of their
relative merit and cost.

Use continuation sheets as necessary to describe all the
Program Plans under a Goal.